

Outline for Presentation on CIA Records Management Policies  
Support Services Course for Career Trainees

8:30 A.M. - 28 October 1966

Room 1A-04, Headquarters

It is always a stimulating experience to be a guest speaker at these courses for Career Trainees. You are always eager to know what is going on - to learn more about the functions and programs of the agency. I also find it interesting to meet new people and therefore it is a good opportunity to exchange views with you; perhaps we can get some new ideas on how to solve an old problem - "how to manage records".

The subject of our discussion, records management or paperwork management, is probably the world's most unromantic topic. It has very little glamour and practically no sophistication.

Occasionally we see a comical cartoon about the Secretary getting desperate to locate a paper the Boss needs in a hurry - but we seldom hear a good story. How about one from you people. (Repeat previous story if appropriate.)

Today, management is concerned about how fast it can get information. Computers and printing presses grind out paper faster than the human eye can read it and certainly faster than the human mind can understand what we produce. These are days of glamour gadgets - high cost hardware and piles and piles of software - expensive mounds of paper.

Government and industry are greatly concerned about the increased cost of creating and keeping the tremendous volume of paper required to operate modern business today. Here is what one of the great industrial leaders, J. Paul Getty, who is recognized as the world's richest man said recently -

"One of the really serious wrongs in American business today is the penchant for wallowing in welters of paperwork. Some companies have hundreds of people keeping records on each other and passing office memorandums back and forth. <sup>Some times</sup> There seem to be more memo writers, readers and filers than productive workers. The cost of this over administration is staggering in salaries paid to paper shufflers".

We pay a stiff price for complexity in our modern age of progress - paperwork. It takes 25 tons of engineering drawings, for instance, to build a jet airliner. Most companies now require 25 - 30 separate personnel forms.

#### ✓ CHART - WHAT IS RECORDS MANAGEMENT

Basically, it is a management improvement technique. It is a specialized tool of management concerned with paperwork practices and problems. It is not, however concerned with the bits and pieces of paper as in filing or in destroying records; instead we pay attention to the life cycle of records from Creation to Cremation.

CREATION - Forms, Reports, Correspondence

USE - Equipment, Systems, Supplies, Vital Records

DISPOSITION - Inventories, Schedules, Archives and Records Center Operations.

#### CHART

Records Management, or paperwork, is recognized today as a professional aspect of our society. This recognition is best illustrated by a recent event - the awarding of Certificates of Honor on 28 September to 21 Federal Officials for Outstanding performance in promoting effective Paperwork

Management in their Agencies. The real significance of these awards is that they were given by the Administrative Management Society, a professional society of 15,000 business managers throughout the U.S. and Canada. Industry, as you can see, recognizes the importance of paperwork in every day business operations.

CHART - WHY SHOULD YOU BE INTERESTED IN RECORDS MANAGEMENT?

My primary objective is to interest you in the records management and show you how the techniques we use to solve paperwork management problems can help you when you get your permanent assignment.

*Need For New Talent -*

Records have received a lot of attention since 1949 when the Hoover Commission first dealt with this subject and interest increased substantially after the Second Hoover Commission report in 1955 because for the first time an independent body developed a course of action to help reduce the Four Billion Dollar annual Cost of Federal Paperwork.

The Federal Government and Industry have taken positive action and they have used records management techniques to save million of dollars. The Ford Motor Company, Union Carbide, IBM, Westinghouse and Lever Brothers are among the large industrial concerns which have used the same records management tools as the Federal Government.

Congress has expressed its concern about costly paperwork. Last year Congressman Olsen of Montana attempted to eliminate some of the costly reporting placed on business by the Federal Government. He described these requirements as a part of the "Federal Paperwork Jungle". Congressman Nix of Pennsylvania submitted a report to the Speaker of October 6 - HR 2197 called "How to Cut Paperwork".

As a taxpayer, I recommend it to you for serious reading - One shocking highlight - today's Federal paperworks costs are 8 billion dollars.

President Johnson has expressed his concern about paperwork on these specific instances - -

✓ First - December 1963 Cabinet Meeting - "Cut out excessive paperwork - it breeds overstaffing".

✓ Second - February 1965 - Moratorium on the Purchase of Filing Cabinets.

✓ Third - April 1966 - "Every Government employee must think hard about cost reduction".

✓ Fourth - September 22, 1966 - Continuation of Moratorium and Government-wide Clean-Up Campaign - (read pertinent parts of the President's Letter to All Agency Heads).

The Cost of creating records is high - \$16726 every time a 4 drawer safe is filled.

This means - \$69 Million-664 thousand for the DDS Area; and another Two Million to store them every year.

As a taxpayer you are spending \$100 of your tax money every year for this paperwork burden. Do you wish to continue doing this?

CHART - Graph

The volume of paper in DDS offices has been increasing as you can see from this chart. In FY 1966, however, we did have a decrease of 6% but it is still too high because we have 12.1 cu. ft.

compared to 5 cu. ft. ( $2\frac{1}{2}$  file drawers) Government-wide and 3 cu. ft. for Industry.

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✓ CHART - WHY DO WE NEED RECORDS MANAGEMENT?

First - To Save Manpower - An estimated [ ] employees are needed to file and keep Agency paper. If we eliminate unneeded paper we can find what we want in our files easier - quicker and with fewer people.

Second - To Save Space - At the rate of expansion in Rosslyn, Office space at Headquarters is still at a premium. DDS Components now require [ ] sq. ft. for office use and almost [ ] of this is for records.

Third - To Control Growth - We create about 200 million pieces of paper every year and we collect a lot too - 18 million pieces last year. This means an increase at the rate of 7½ file cabinets every hour of the work day.

Fourth - To Protect Essential Records - Those we cannot afford to lose by enemy action or from natural disaster - Pentagon Fire.

Fifth - To Comply With the Law - Federal Records Act

Sixth - To Save Money - \$16,726 is saved every time we avoid creating one safe full of records- and we save \$473 everytime we empty one safe of records.

Seventh - To Improve Over-all Efficiency

✓ CHART - AUTHORITY - WHO IS RESPONSIBLE FOR RECORDS MANAGEMENT

The 81st Congress enacted PL 754, Federal Records Act

Administrator of GSA - Government-wide; National Archives; 16 Federal Records Centers

Heads of Agencies - All departments and agencies - Opinion of our General Counsel

Our Authority - [ ] Director, Deputy Directors - CIA Records Officer - Component Records Officers

CIA Records Officer - Guides, Standards

Now lets see how each records management element can help to improve office efficiency.

CHART - FORMS MANAGEMENT - is a continuous cost reduction program. Forms serve management in many ways - they constitute the backbone of most systems; they are often selected as the natural unit of work flow, production, scheduling and cost accounting.

We are concerned about forms for two reasons - first, they create a lot of paper; second, they help us solve procedural problems by working for us.

Last year 50 million pieces of paper were created from Agency official forms - the printing bill for these was \$285,866 - while this is a substantial amount of money it represents only the apparent costs - the real cost of filling them out, filing them and reference operations amounted to almost \$6 million - this is determined by a tested formula used by government and industry. Forms processing costs are 20 times the cost of printing them. The real savings in forms management, therefore is in the operating procedures. Here is a good illustration of how we let a form work for us. The Records Center Service Request Form 490 must be filled out when an office needs information on records they sent to the Center. By using a six part form the requester prepares - Charge Card; Address Label; Courier Receipt; Routing Slip with Document; Suspense for Requesting Office; Statistical Data. Forms

Management pays dividends - \$759,000.

#### CHART - REPORTS MANAGEMENT

The objectives are the same as Forms - better procedures and less paper.

Administrative reports last year created 12 million pieces of paper at a cost of about \$30 million. We have done very little in Reports Management - primarily because of lack of professional personnel. We did one survey which produced \$25,000 in savings so we know this is a good potential money saver.

It is too easy to get reports today - Computers can grind out reports at the rate of 100 cubic feet a day compared to an inch a day by typewriter. This is an area of paperwork management that requires attention but operating offices will have to use Reports Management on a "Do It Yourself Basis". Some offices - Logistics, Commo, OTR have done a little. Recently OTR changed the routing of Reports of External Training and eliminated 3 pieces of paper for every one prepared. This seemingly minor procedural change actually eliminates the filing and keeping of 22,000 pieces of paper a year, equivalent to 1½ safes and saves \$25,089 annually. ~~How is this possible? The reports are~~  
~~every day to test the value of the reports you~~

CHART - CORRESPONDENCE MANAGEMENT - This is a most important phase of our everyday work. Communications. We make a good impression or an unfavorable one by what we say, how we say it, and when we say it. Good public relations and a favorable public image depend on the written word to a great extent.

President Johnson appointed Chairman Macy of the CSC to head up a Government wide program to improve the quality of Communications to the public.  is Chairman of the CIA Committee. Mr. Macy will speak on this topic today.

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Correspondence created 8 million pieces of paper in our agency last year at the cost of \$12 million. Cables and dispatches add another 18 million pieces. Don't you think we need to do something to stem the paperwork tide caused by correspondence? Some progress has been made by using such short cuts as Letterex to make the girls work easier in assembling and separating paper and carbons. Form Letters are being used to good advantage by Personnel, Security, Logistics. We can make greater use of form letters and they will

help to reduce costs from \$3 for an individually typed letter to about 30 cents.

We are getting excellent results from the Speed Letter - Logistics, Security, Contacts, Commo - FBIS - NPIC - (Describe - Tell How to Get Supplies) NPIC Division Chiefs Write It in Long Hand. Describe new procedure used by Office of Personnel to Request Work Orders.

CHART - VITAL RECORDS - What are they - Current, not inactive records - those we cannot afford to lose by enemy action or by natural disaster. The Vital Records Deposit Schedule is the key to our program. Here is a typical one - Describe. →

We have an active program. It is tested periodically - our Repository is built to withstand normal bomb damage and it is equipped with the required detection devices. Our program is judged the best in the Federal Government.

#### CHART - FILING SYSTEMS

These concern the orderly arrangement of papers by uniform systems so they can be found by anyone in the office - not just the file clerk. Management is not interested in files as such but management is very much interested in information (cite General Counsel - SAVA)

Here are ~~some~~ Basic Filing Systems -

Subject - administrative - operational  - Handbook

Numeric - Terminal Digit - large numerical files - file on last digit

right to left; Contacts

Alphabetic - Soundex - personal name - Biographic

**- NO Mi's Files**  
**REGISTER**

An appropriate filing system is the key to the success of any office operation. It is essential to the proper functioning of any ADP or Computer operation.



CHART - FILING EQUIPMENT

The DDS investment in filing equipment is over one million one hundred thousand dollars - this includes everything from the conventional file cabinet to the most complex motorized unit for cards or correspondence. Filing equipment costs continue to rise - from \$238 for a 4-drawer safe in 1951 to \$565. today.

To help reduce equipment costs we have - -

Standardized Cabinets and Safes - 6 instead of 17 in 1951 - result lower cost -

Introduced Specialty Space Saving Equipment

Shelf Files - Save 40% Space - 65% Cost; saves time in filing and finding by 25%.

89 Shelf File Installations in Agency have saved 5600 sq. ft. of space and \$275,694.

Conserv-File-V - Show Chart

Full Space - Pictures - Results in NPTG

Moratorium Government-wide 3 million 600 thousand saved in purchases -

Our Results - 9,485 cu. ft. removed from offices; 232 pieces of equipment released.

Use of Excess and Surplus

CHART -RECORDS DISPOSITION

This is probably the most productive area of records management in terms of tangible results. On the other hand, it is the most difficult from a substantive viewpoint because we must decide what to keep and what to destroy - and this is not always easy.

~~some~~  
There are, however, ~~these~~ professional guides -

Legal - some records must be kept for specified periods; official personnel records 85 years.

Historical - records of policy determination.

Administrative

Rate of Reference - less than 1 reference per file drawer per month; eliminate from office space.

The Records Control Schedule is the key to managing records disposition. →

(Describe how it is used)

**Graph** → Graphs - This graph shows the history of Agency records accumulation; you will note that there was a normal increase from 1957 to 1960 and then a

significant decrease from 1961 to 1963. ~~Then the increase -~~

~~Destroyed~~ - We believe the increase in records holdings are due to these factors -

✓ Copying Machines - 39 million pieces of paper created from them in 1965; cost of the reproduction paper alone was \$205,000. When you add the cost of time to file it, the time to read it and the cost of file equipment, this becomes an expensive luxury. Cite the Ford Motor Co. experience.

✓ Computers - Conversion from manual to mechanical processes; development of parallel systems to determine feasibility (Retention of 12,000 cu. ft. in Records Center until a particular project is determined to be successful; See Cards regarding 230,000 SCIPS punched cards) and 1,042,000 open reference index).

✓ Less Professional Records Management Time

Results - The Agency has done remarkably well when we consider that there are no published standards for the disposal of intelligence records.

We have removed the equivalent of 46,553 safes from office space by

destruction or retirement.

We are particularly proud of our position on permanent records - in 1954 we kept 24% permanently - now we keep only 5.2%. Government-wide the percent today is 25 compared to 26.3 in 1954.

#### CHART - RECORDS CENTER

The Center building cost [ ] its capacity is 103,380 cubic feet equivalent to 12,915 safes; it has the required security and fire protection devices. Since the Center has been in operation it has received 184,081 cu. ft. of records (equivalent to 23,010 file Cabinets) but we have destroyed 93,757 cubic feet (equivalent to 11,719 file Cabinets). If we did not have the Records Center it would have been necessary to spend about five and a half million dollars for file equipment. The Records Center has saved about 4 million 800 thousand dollars. Today, we have 90, 324 cubic feet - about 86% filled.

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#### ARCHIVES AND RECORDS CENTER ACTIVITY - Future Use of GSA Facility at [ ]

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Now lets take a minute to summarize -

✓ First - Paperwork Is Expensive - \$16,726 to create one safe full - \$114 million for DDS paper.

✓ Second - Paper Requires a lot of Space - 45,000 sq. ft. for DDS area.

✓ Third - Paperwork Requires a Lot of People - [ ] to file and keep Agency records. STAT

✓ Fourth - Paperwork Programs are Required by Law

✓ Fifth - Good Paperwork Practices Pay Dividends - \$15 Million.

In conclusion I want to quote one of the worlds foremost management authorities - Lyndal Urwick who said, "Some paperwork, some records are essential; some men lie and all men die - the records become essential where these accidents occur. Records are essential in all large organizations because men change posts and forget - but the records are only memory aids. The big decisions are made not on paper but by men meeting face to face who trust each other."



*used from  
page 2 - 12 of this speech (mc,  
for his Speech on Records Program to  
Mid-Career Group, Fri. 20 Jan. 1967  
at 8:30, in Room 802 ~~Bray Hall~~ 1000 Hoke*

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